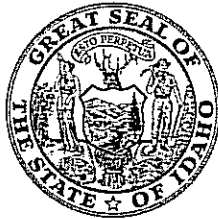


C.L. "BUTCH" OTTER  
GOVERNOR



Con P. Paulos  
*Chair*

B. J. Swanson  
*Vice Chair*

## WORKFORCE DEVELOPMENT COUNCIL

317 West Main Street, Boise, Idaho 83735-0510

### TRANSMITTAL #9

### MEMORANDUM

March 24, 2011

**TO:** Workforce Development Council

**FROM:** Con P. Paulos, Chair

**SUBJECT:** 2011 Vision, Mission and Goals – Priorities for Action

**ACTION REQUESTED:** Adopt the Workforce Development Council's Vision, Mission and Goals and Establish Priorities for Action

### BACKGROUND:

The executive committee met on March 10, 2011 to develop the attached draft Mission, Vision and Goals statement for consideration of the council at the March 24, 2011 meeting. In developing this draft, we considered current issues facing Idaho employers, students and workers and the workforce system designed to support them. We also considered the survey of Idaho's workforce programs. These are attached. I plan to spend the lion's share of the meeting discussing these goals and developing an action agenda to move our priority issues forward.

I am told by staff that labor market information will not be distributed to us until next week to allow for inclusion of data that will not be available until the end of this week.

I look forward to a good discussion next week.

Attachments: Issues Impacting Workforce Development  
Draft Vision, Mission and Goals  
Draft Priorities

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## Issues for the Workforce System

1. Jobs are scarce—nearly 72,000 Idahoans unemployed
2. Idaho has a huge number of low-income households dependent upon income supports (more than 90,000 families rely on Food Stamps—Idaho has the highest rate of increase in FS uptake in the country)
3. Low wage workers are challenged to maintain a reasonable standard of living/retain employment without work supports
4. Employers are hesitant to hire—limited incentives and uncertain future
5. There is a mismatch of skills to the economy – too few Idahoans possess the skills that will be required in the workforce (degrees/certificates)
6. Hot jobs/growing jobs demand higher level skills and will yield higher pay
7. Too little work based experience/learning reported by employers as a lack of work place skills and technical skills at all levels (frustration with work behaviors, poor readiness for work even from higher education)
8. While improving, too few students leaving K-12 are career or work ready as evidenced by high levels of remediation
9. Too few students are moving to post secondary and fewer are completing (Idaho is rated very low in this category)
10. Lack of awareness or acceptance of the need to obtain education beyond high school
11. Progress is being made in dual-credit and other bridge programs but the education system remains unprepared to deal with a workforce that must learn for a lifetime—articulation, modularized instruction, alternative delivery models, career pathways, stackable credentials exist but not at a level that supports the changing workforce
12. Tech-prep articulation agreements are not always up to current standards; in some cases, lack of teacher qualification can impede transfer from secondary to postsecondary programs
13. There is a disparity between professional technical and academic programs in terms of payment processes.
14. There is no consistency in fees for dual credit and students and their families are unable to afford payments for dual credit; in some cases, processes are very confusing; no known system to help families
15. The state does not take adequate advantage of tech transfer from universities/INL, etc.
16. Workers and the businesses who hire them are largely unaware of the opportunities available through the workforce system
17. Many students and workers lack career awareness or knowledge of how to obtain information and services to manage their careers/navigate the system
18. School counselors are often the first to go and those who remain need access to further training
19. Access to services is limited/sometimes confusing
20. Too few Idaho children are participating in high quality pre-school programs—entering school unprepared to learn
21. In spite of the high unemployment rate, the departure of the baby boomers could impact workforce availability—particularly those with skills
22. High unemployment rates are impeding labor market participation of youth—impacting life-time earnings and normal labor market pathways
23. Workers on the fringes—those under-prepared, with language or social barriers, are especially impacted by the jobs shortage, may include returning veterans
24. The system—both education and workforce—continues to have inefficiencies that impede smooth transitions and movement between jobs and up career pathways
25. The accountability system is fractured—multiple definitions, lack of comparability
26. Demand for system services is up and funds are moving down in education and government programs offering support for education and worker preparation

## **DISCUSSION DRAFT**

### **VISION**

**Idaho will sustain a workforce development system that will produce a skilled workforce that allows business to thrive and provides economic opportunity to Idaho workers and their families.**

### **MISSION**

**The Workforce Development Council, understanding the unique needs of business, workers, and students, will make policy recommendations to the Governor and the Board of Education and will facilitate coordination of an integrated Idaho workforce development system.**

### **GOALS**

- GOAL 1 – CREATE JOBS THAT SUSTAIN IDAHO WORKERS AND GROW THE ECONOMY**
- GOAL 2 – FACILITATE DEVELOPMENT OF AN IDAHO WORKFORCE THAT IS HIGHLY SKILLED, COMMITTED TO CONTINUOUS LEARNING, AND AWARE OF OPPORTUNITIES AVAILABLE IN THE MARKET-PLACE**
- GOAL 3 – SUPPORT A COMPREHENSIVE EDUCATION AND WORKFORCE DELIVERY SYSTEM.**
- GOAL 4 – IMPROVE AWARENESS OF THE WORKFORCE SYSTEM AMONG EMPLOYERS, WORKERS, PARTNERS AND POLICY MAKERS AND EXPAND ITS USE AND EFFECTIVENESS.**

## **DRAFT Goals and Strategies**

### **GOAL 1 – CREATE JOBS THAT SUSTAIN IDAHO WORKERS AND GROW THE ECONOMY**

Measure – Reduce Idaho’s unemployment rate by 60% by 2015

Benchmark – February 2011 Unemployment Rate of 9.7% (2010 annual average: 9.3%)

*Note: The Department of Labor’s research staff does not believe a 60 percent reduction in the unemployment rate (which would result in a 3.8% unemployment rate) is achievable by 2015 or in a reasonable period of time following 2015. Staff suggests that a 6% unemployment rate (which would be a 40 percent reduction) may be more attainable. Idaho’s lowest annual average unemployment rate was 3.0% in 2007.*

Measure – Create 50,000 jobs with at least half with \$12.00 or better wage rates with health benefits by 2015.

Benchmark – Annual average number of jobs for 2010: 602,100

*Note: Research staff does not believe it is possible to create 50,000 in this time period. A more reasonable level may be 40,000 by 2015 or 60,000 jobs by 2017. Idaho’s peak employment was 2007 when the annual average number of jobs was 655,600.*

*Note: It is estimated that over 62 percent of all jobs in Idaho pay \$12.00 or more. The council may wish to reflect this in the goal or to reflect creation of jobs where two thirds of them have wages of \$12.00 or better. We currently do not have data that tie benefits to wages, but we will explore options for the next survey.*

Measure – Attain the Governor’s “Project 60” goal by 2015

Benchmark - \$53.5 billion in GDP for 2009

#### Strategies –

- A. Align workforce and education services to business needs and priorities by adopting a “sector strategy” approach that:
  - Targets key industries;
  - Builds partnership among employers, education and workforce providers;
  - Identifies and addresses training needs of business; and
  - Leverages public and private resources
- B. Support initiatives to improve workforce information for critical business decision making within targeted industries. (i.e., primary care initiative, green initiative, selected

sectors (health care, technology, advanced manufacturing, and energy), and longitudinal data system, etc.)

- C. Promote policies for the Workforce Development Training Fund to assist with the creation of jobs and retention of Idaho's workforce.
- D. Support adoption of incentives that encourage the hiring of new employees.
- E. Engage employers to expand work-based learning opportunities such as internships, on-the-job training, work experiences, and apprenticeships to improve workplace readiness and occupational skills.
- F. Maintain a quality One-Stop Career Center system that connects employer and workers to workforce services
- G. Encourage employers to increase hiring by promoting the Governor's "Hire One" initiative and consider opportunities for other campaigns such as a "180 Degree Turn-around Campaign" or a "Using technology to turn 180 Degrees" campaign that builds on Project 60, increasing the attainment of degrees and credentials for 60% of the workforce and reducing unemployment to 60% of current levels.
- H. Expand opportunities for innovation and employment in emerging industries such as technology, innovation and green through the sector, "Grow Green" and other initiatives.
- I. Support the efforts of the Idaho Technology Council in their development of iGEM (Idaho Global Entrepreneurial Mission) to create a more dynamic research and tech transfer infrastructure that enables the growth and success of innovation in our state by identifying and connecting resources geared toward the development, transfer and implementation of advanced technology.

**GOAL 2 – FACILITATE DEVELOPMENT OF AN IDAHO WORKFORCE THAT IS HIGHLY SKILLED, COMMITTED TO CONTINUOUS LEARNING, AND AWARE OF OPPORTUNITIES AVAILABLE IN THE MARKET-PLACE**

Measure – Increase Idaho's "go-to-college" rate, including all postsecondary education, by 30% by 2018.

Benchmark - Currently, 49% of Idaho's secondary students go to post secondary education (Source: National Center for Higher Education Management Systems)

Measure - Reduce the need for remediation for new college entrants and returning adult learners by X% by 2020

Benchmark:

- Full time students who have been out of high school less than 12 months who need remediation – 40.3% (2009-10)
- Full time students who have been out of high school over 12 months who need remediation – 39.4% (2008-09)
- All other students who need remediation – 26% (2008-09 data)  
(Source: National Center for Higher Education Management System)

Measure – Ensure that 60% of Idaho workers obtain a certificate, apprenticeship, or degree beyond high school by 2020.

Benchmark: Currently, 30% of Idahoans (18 to 64 years old) have an Associate's degree or more in educational attainment. Another 30% had "some college no degree" (source: 2009 U.S. Census survey). We currently do not track certificates or apprenticeships.

Strategies -

- A. Ensure that students and adults are aware of career choices available to them by:
  1. Making e-CIS and other career information universally available
  2. Providing access to trained career facilitators and counselors to assist in career decision making
  3. Expand the use of technology to train facilitators, counselors and other staff who provide guidance to students and career changers
  4. Expand access/awareness through career fairs, on-site or guided exploration, mentoring or other career showcase opportunities.
  5. Utilize senior executives, trade associations and others to expand awareness of need for further learning
  6. Explore use of the Idaho Education Network and social media to expand awareness of careers and job opportunities
- B. Promote strategies that ensure students are college and career ready by:
  1. Increasing access to quality early childhood education;
  2. Expanding access and use of technology, including the Idaho Education Network and on-line learning to bring a more robust range of academic and career education services to all students;
  3. Increasing access to advanced placement, dual credits and other opportunities to encourage college attendance; and
  4. Providing a safety net to retain or return at risk students to the classroom.

- C. Enhance options for lifelong learning by expanding delivery options such as stackable credentials, compressed scheduling, on-line and distance learning, modularized curriculum, and other alternative learning modalities.
- D. Identify and promote career pathways within occupations to enhance career options and ease transitions.
- E. Support entrepreneurial workforce expansion to spur innovation and increase employment.
- F. Expand articulation agreements to increase transitions among secondary and postsecondary programs.
- G. Increase options to integrate adult basic skills and English language training with occupational/technical training to facilitate entry of students to postsecondary education and technical training programs
- H. Support reforms to increase skills in STEM subjects (science, technology, engineering and math) including applied academics.
- I. Encourage students and adults to obtain continuing education by providing information and supporting such efforts as the Albertson Foundation's "Go-On" campaign.
- J. Provide access to low-skilled and at-risk youth and adults, dislocated workers, and others with barriers to a full range of information and supports to prepare for work that leads to economic self-sufficiency.
- K. Explore alternatives to improve employment rates for Unemployment Insurance claimants through initiatives such as a "work share" or other options.
- L. Encourage the use of workplace flexibility options such as job sharing, job restructuring, part-time worker pools, flex-time and telecommuting to increase employment opportunities and retain quality worker.

**GOAL 3 – SUPPORT A COMPREHENSIVE EDUCATION AND WORKFORCE DELIVERY SYSTEM.**

Measure – Idaho's Workforce Development System will meet or exceed program performance measures.

Strategies –

- A. Maintain a quality One-Stop Career System that connects employer and workers and facilitates access to workforce services, education services and information.
- B. Enhance coordination among workforce system partners and streamline services by eliminating duplication and ineffective or unnecessary practices.
- C. Continue to expand opportunities to partner with libraries, foundations and others to increase access to information and services in all communities across the state.
- D. Provide access to information, financial aid and other supportive services that allows all workers to obtain education and training leading to employment.
- E. Coordinate with a system of work supports for low-income workers to help them stay employed and move toward economic self-sufficiency (e.g. food stamps, child care, housing, etc.) and provide safety nets to those who are in transition in the workforce
- F. Support bridge program development for underprepared youth and adults.
- G. Support a comprehensive educational system for all students K-16+ that includes rigorous school-based learning and relevant work-based learning.
- H. Improve the effectiveness of the workforce system through the creation of an accountability system that includes:
  - 1. Implementation of common core measures in K-12 education; and
  - 2. Implementation of a longitudinal data system that interfaces with the workforce system to track outcomes of Idaho student achievements and program success.
- I. Identify the short and long-term implications of Idaho's aging workforce, associated pipeline issues, and potential solutions.
- J. Increase the civic engagement of Idahoans in volunteer activities to ameliorate the impact of budget shortfalls in education, social services and other critical areas.

**GOAL 4 – IMPROVE AWARENESS OF THE WORKFORCE SYSTEM AMONG EMPLOYERS, WORKERS, PARTNERS AND POLICY MAKERS AND EXPAND ITS USE AND EFFECTIVENESS.**



Measure –X% of Idahoans are aware of the resources available through the Workforce system by 2015.

Measure – Increase the use of the Workforce system by X% by 2015.

Strategies –

- A. Conduct periodic surveys to assess access, awareness, perceptions, and use of the workforce system.
- B. Review and report user rates of the workforce system.
- C. Meet regularly with the Governor, SBOE and other policy makers to present progress reports and make recommendations for improvements.

## **Summary of Initiatives**

### **Project 60**

Project 60 is a comprehensive initiative to grow Idaho's Gross Domestic Product from \$51.5 billion to \$60 billion. Designed in three tiers to strengthen both rural and urban communities, the plan will create quality jobs for all Idahoans by fostering systemic growth, recruiting new companies to Idaho, and selling Idaho's trade and investment opportunities to the world.

### **iGEM – Idaho Global Entrepreneurial Mission**

The Idaho Technology Council Research & Development Committee is developing **iGEM** - a program similar to Utah's USTAR. The goal of Idaho's program is to create a more dynamic research and tech transfer infrastructure that enables the growth and success of innovation in our state. This will be accomplished by identifying and connecting resources geared toward the development, transfer and implementation of advanced technology.

### **Hire One More**

The Hire One More campaign is Governor Otter's job creation initiative to encourage all Idaho employers to hire one more employee.

### **Go On Idaho**

The Go On Challenge is an initiative by the J.A. & Kathryn Albertson Foundation and their partners to raise the bar in Idaho in terms of preparing more students to "Go On" to some type of post-secondary education or training option.

### **Work Share** - An Unemployment Insurance (UI) Initiative

Under Work Share, an employer elects to avoid layoffs by reducing the number of regularly scheduled hours of work for all, or a group of, workers. A work share plan must be agreed to by both the employer and, if unionized, the union, and approved by the state UI agency. UI benefits are then payable for the hours of work reduced as a proportion of the benefit amount for a full week of unemployment. Workers are not required to meet a state's regular availability for work, actively seeking work, or refusal of work requirements, but are required to be available for their normal workweek.

## Priorities for Council Action

### 1. “Hire One More”

The committee expressed that the job shortage was the most critical labor market issue facing the state. They hope to offer support for Governor Otter’s Hire One More campaign, using it as vehicle to showcase the financial and non-financial support the state can offer. The Governor’s Hire One More tax credit bill, the workforce development training fund, On-the-Job Training, training from the colleges and universities, business solutions support and services of the “One Stop Career Center” could be highlighted under this umbrella.

### 2. “Are You Ready to Work?”

The executive committee continues to be concerned with the lack of workplace behaviors and skills, including basic computer skills in Idaho’s workforce. The committee considered a video campaign, delivered perhaps over the IEN or through social media that showcases government and business leaders expressing their expectations for skills and behaviors. This would complement and perhaps tie into the “Go On” campaign. Additionally, the committee discussed identifying funding to offer basic skills training in high schools after hours or through opportunities available through the public libraries.

### 3. Accountability

The executive committee expects the workforce system, including the larger K-12 and postsecondary system, to operate effectively and efficiently. To that end, the committee is recommending implementation of a longitudinal data system that integrates education and workforce data to track progress towards goals.